



UNIVERSITY
OF LONDON

INTERNATIONAL
PROGRAMMES

Programme Regulations 2018

International
Management and
International Business

MBA

MSc

Postgraduate Diploma

Postgraduate Certificate and
Individual modules

Important document – please read

This document contains important
information that governs your
registration, assessment and
programme of study



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Important information regarding the Programme Regulations

About this document

Last revised 25 September 2017

As a student registered with the University of London you are governed by the General Regulations and Programme Regulations associated with your programme of study.

These Programme Regulations are designed and developed by Royal Holloway which is responsible for the academic direction of the programme. The regulations take account of any associated arrangements at Royal Holloway. Programme Regulations, together with the [Programme Handbook](#), will provide the detailed rules and guidance for your programme of study. Further information about how to use the Programme Regulations and Programme Handbook can be found in the [Student Guide](#).

In addition to programme regulations you will have to abide by the [General Regulations](#). These regulations apply to all students registered for a programme of study with the International Academy and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

If you have a query about any of the programme information provided please contact us. You should use the *ask a question* link in the student portal <https://my.londoninternational.ac.uk>.

Terminology

Throughout the Regulations, 'we', 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

The following terminology is specific to the International Management and International Business programme:

Module: Individual units of the programme are called modules. Each is a self-contained, formally-structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

A [Glossary](#) provides an explanation of the other terms used in this document.

Changes to International Management and International Business regulations 2018

Intermediate awards have been renamed exit awards (see section 8). This is a change of name only and does not affect the rules. If you wish to be considered for an exit award please contact us at the link below.

Plenary 2 (Consultancy Group Work) IMM400. The description of the assessment method for this module in Appendix C has been amended to reflect that there is just one group presentation (and one written group report) rather than two group presentations as previously written.

1 Programme Closure

1.1

We are no longer accepting new registrations for this programme.

1.2

The last examinations for the programme in International Management and International Business will be held in May 2020. After this date it will not be possible to take or retake an examination for this programme.

1.3

The final Plenary 1 (Introduction) IMM300 took place in June/July 2016 and the final Plenary 2 IMM400 (Consultancy Group Work) will take place in July/July 2019.

1.4

If you have not already taken Plenary 1 (Introduction) IMM300 then it is no longer possible to complete the MBA in International Management or MSc in International Management and you should consider transferring to the MSc in International Business, or applying to be awarded the PGCert or the PGDip as an exit award.

2 Structure of the programme

Awards

[Appendix A](#) and [Appendix C](#) give the full structure and content of the programme.

2.1

The following named awards are offered under the International Management and International Business programme:

MBA degree in International Management consists of

- nine compulsory core modules
- four elective modules
- two compulsory plenary sessions
- one module comprising the study of business research methods followed by a dissertation.

MSc degree in International Management consists of

- seven compulsory core modules
- four elective modules
- two compulsory plenary sessions
- one module comprising the study of business research methods followed by a dissertation.

PGDip in International Management consists of

- seven compulsory core modules
- four elective modules
- one optional plenary.

PGCert in International Management consists of

- five compulsory core modules
- one optional plenary.

MSc degree in International Business consists of

- six compulsory core modules
- four elective modules
- one module comprising the study of business research methods followed by a dissertation
- one optional plenary.

PGDip in International Business consists of

- six compulsory core modules
- four elective modules
- one optional plenary.

Individual modules

2.2

You may apply to register for up to a maximum of four modules under the regulations for Individual modules either instead of, or in addition to, registering for the PGCert, the PGDip, MSc or MBA.

See [Appendix B](#) for a list of modules which are offered as Individual modules

3 Registration

Effective date of registration

3.1

Your effective date of registration will be either:

- 1 May if you first registered at the March registration closing date, or
- 1 December if you first registered at the October registration closing date.

3.2

If your effective date of registration is 1 May your first opportunity to take an examination will be in October of the same year. If your effective date of registration is 1 December your first opportunity to take an examination will be in May of the follow year.

Period of registration

See the Programme Specification on the VLE for the minimum and maximum periods of registration applicable to this programme.

3.3

If you start by taking Individual modules and then register for one of the awards (Postgraduate Certificate, Postgraduate Diploma, MSc degree or MBA) we will give you a new period of registration for the award, counted from the time you register for it and ending not later than May 2020.

Registering again

3.4

If we allow you to register anew on a subsequent occasion, you will be required to pay a new initial registration fee and we will give you a new period of registration ending not later than May 2020.

Transfer of registration

3.5

We will consider your application on an individual basis if you apply to transfer your registration from one award to another within the International Management and International Business programme

3.6

If we allow you to transfer your registration we will decide what credit you may transfer from one award to another.

3.7

We will not allow you to transfer your registration if you do not meet the entrance requirements for the award to which you wish to transfer. In particular, if you wish to transfer your registration to the MBA in International Management, you must have met the work experience requirement prior to first registering with us.

4 Recognition of prior learning

To be read in conjunction with the [General Regulations](#), Section 3.

Recognition and accreditation of prior learning

4.1

We will consider accrediting prior learning for up to a maximum of one module on the PGCert and up to two modules on the PGDip, MSc and MBA.

4.2

You must normally have successfully completed the whole of the qualification that you want us to consider for accreditation of prior learning, and have received the final award for that qualification before we will consider your application. This applies even if only part of the qualification is relevant to your application for accreditation of prior learning.

4.3

Our decision to recognise and accredit prior learning will be based on the module outline, the module level and your examination performance in the qualification you have completed compared to the module(s) for which you seek accreditation of prior learning.

4.4

We will not recognise prior learning for:

- Business research methods module and dissertation (IMM500)
- Plenary 1 (Introduction) (IMM300) or
- Plenary 2 (Consultancy Group Work) (IMM400).

4.5

If you want the accreditation of prior learning to take effect in time for the next possible examination session, the application for recognition and accreditation of prior learning must be received no later than 31 January for the October examinations and 31 July for the May examinations.

4.6

If you apply for accreditation of prior learning before you have received your award, your application will be considered under the rules governing APL at the time that the award is finally made and not at the time that the application for accreditation of prior learning was submitted.

4.7

A fee for considering your application for accreditation of prior learning is payable unless you are applying on the basis of one of the qualifications that we will consider for automatic accreditation of prior learning.

4.8

We will consider the following qualifications for automatic accreditation of prior learning provided that you were awarded the qualification in the five years preceding your application for accreditation of prior learning

Institution	Qualification	Automatic APL granted for	Condition
University of Hong Kong, SPACE	Postgraduate Diploma in Professional Accounting	International accounting and finance [IMM001] Corporate Finance [IMM108]	None
University of Hong Kong, SPACE	Executive Postgraduate Diploma in Corporate Governance and Pragmatic Business Ethics	International sustainability management [IMM007] Corporate social responsibility [IMM104]	None

5 Module selection

See [Appendix A](#) for the programme structures and module titles.

See [Appendix C](#) for the syllabus for each module.

6 Assessment for the programme

See the [list of examination centres](#) for your local centre.

See the [General Regulations](#) for rules for taking written examinations.

Core and electives modules

6.1

Each core and elective module, except for Philosophy of Management IMM010, will be assessed by one three hour unseen written examination and one tutor-marked assignment (TMA). The overall mark for each module will be calculated by weighting the marks achieved for the written examination and the TMA on an 80:20 basis.

Tutor-marked assignments (TMAs)

6.2

You may submit one TMA for each core and elective module. If you fail the TMA at your first attempt you may make one further attempt.

6.3

TMAs must be submitted through the VLE in the same year that you take the examination for the module by:

- 31 March if you are taking the examination in May;
- 30 August if you are taking the examination in October.

TMAs received after these closing dates will not be marked, will not receive feedback from tutors, and will not count towards assessment for that module.

6.4

It is your responsibility to retain a copy of the TMA. We will not return TMAs to you.

For more information about the TMA and the written examination see 6.5-6.9 below

Philosophy of Management IMM010

6.5

The Philosophy of Management module is assessed through completion of an open-book, multiple choice test on the VLE. The mark you receive for Philosophy of Management will not count towards your overall mark for the award as a whole.

Plenary sessions

See Progression in [section 7](#) of the Programme Regulations for further regulations and advice relating to the plenary sessions. Note that the final Plenary 1 (Introduction) IMM300 took place in June/July 2016.

6.6

Plenary 1 (Introduction) IMM300 is not formally assessed.

6.7

Plenary 2 (Consultancy Group Work) IMM400 is assessed by participation in group presentations and a group written report.

6.8

The plenary session group report for Plenary 2 (Consultancy Group Work) IMM400 must be submitted by the end of the plenary session. The exact closing date for submission of the group report will be notified to students at the plenary session.

6.9

It is your responsibility to ensure that you are available and able to enter the host country of your plenary sessions.

Business research methods and dissertation IMM500

See Progression in [section 7](#) of the Programme Regulations for further regulations relating to Business research methods and dissertation IMM500

6.10

Business research methods and dissertation IMM500 is assessed through a dissertation of approximately 12,000 words in length excluding bibliographies, appendices, project statement and executive summary.

Date of assessments

6.11

Written examinations take place on two occasions each year in May and October.

6.12

The Philosophy of Management online test takes place on two occasions each year normally in March and August.

7 Number of attempts permitted at an examination

Maximum number of attempts

7.1

The maximum number of attempts permitted at any written examination, TMA or dissertation is two.

7.2

The Philosophy of Management online test may only be completed once.

Failure at a second attempt

7.3

If you receive the result of 'Fail' on your second attempt at the assessment for a module, and you are still eligible to proceed under the condonation rules, then the highest mark for that module may be carried forward and considered for classification. However if you are no longer able to satisfy the requirements for the PGCert, PGDip or degree then your registration will cease.

7.4

If you are registered for an Individual module and you receive the result of 'Fail' on your second attempt at the assessment for a module, then the highest mark for that module will count as the final result. If we allow you to progress to the related PGCert, PGDip or degree, this mark will be taken into account for classification purposes.

The written examination and the TMA

7.5

If you submit a TMA but do not attempt the written examination, the mark you receive for the TMA will stand and be used to calculate the overall mark for the module when you take the written examination.

7.6

You must make an attempt at the written examination before we will permit you to make a second attempt at the TMA, even if you received a mark of fail or zero for your first attempt at the TMA.

7.7

If you do not submit a TMA for a module, or if we receive it after the due date, we will still allow you to attempt the written examination for a module. However, the TMA will not receive a mark and you will therefore lose 20% of the total mark available for that module.

7.8

A student who is awarded marks for the TMA and written examination that together result in a mark of:

- 50.00% or above (Pass) may make no further attempt at the assessments for the module, even if one of the elements is given the mark of fail;
- 40.00-49.99% (Condonable Fail) may choose to progress with the existing condonable mark or to make a second attempt at the element(s) of the assessment that was failed. Only elements of the assessment that were failed may be re-attempted;
- 0-39.99% (Fail) must make a second attempt at the assessment for the module. Only elements of the assessment that were failed may be re-attempted.

7.9

If a second attempt is made at any element of the assessment, the overall mark given for the module will be capped at 50.00%. This capping applies to the overall mark for the module and not to the individual marks given for the written examination and the TMA.

See also [section 7](#) Progression within the programme.

Dissertation

7.10

A student who is awarded a mark for the dissertation of 45.00-49.99% may make amendments specified by the Examiners and re-submit the dissertation within six weeks to attempt to pass the module. If the dissertation is adequate, the overall mark given for the dissertation will be capped at 50.00%.

7.11

A student who is awarded a mark for the dissertation of 00.00-44.99% will fail the dissertation and must make a second attempt. The Examiners will decide if a new project proposal and a new or re-written dissertation must be submitted. A dissertation re-sit fee will be charged and a supervisor will be allocated. The new or amended dissertation will be considered at a subsequent examination session. The overall mark for the new or amended dissertation will be capped at 50.00%.

8 Progression within the programme

General provisions

8.1

You are strongly advised to study the core modules before the elective modules.

Maximum number of examinations per session and per year

8.2

The maximum number of new examinations that you may attempt each year, excluding resits, is given in the table below:

Programme	Maximum number of new examinations per year
MBA International Management	11
MSc International Management	11
PGDip International Management	11
PGCert International Management	5
MSc International Business	11
PGDip International Business	10

Changing your choice of elective module

8.3

You may apply to change your choice of elective module at any time up until you have entered for the examination for the module. If you apply to change your choice of elective module after you have entered for the examination we will only consider your application after the examination results for that session have been published.

Plenary sessions

Please note that the final Plenary 1 (Introduction) IMM300 took place in 2016. Attendance at both Plenary 1 (Introduction) IMM300 and Plenary 2 (Consultancy Group Work) IMM400 is compulsory to complete the MBA or MSc in International Management.

8.4

Plenary 1 (Introduction) IMM300 must have been completed before Plenary 2 (Consultancy Group Work) IMM400.

8.5

If you are visiting Royal Holloway to attend Plenary 2 (Consultancy Group Work) IMM400 you must have completed Plenary 1 (Introduction) IMM300 and have attempted the assessment for all core modules prior to attending. The MSc and MBA in International Management have seven and nine core modules respectively.

8.6

If you are taking the plenary sessions at Hong Kong University, SPACE you may attend the weekend master classes in any year during your registration. However, before attending the final weekend session you must have attempted the assessments for all core modules. The MSc and MBA in International Management have seven and nine core modules respectively.

Business research methods and dissertation IMM500

8.7

Before submitting the dissertation for IMM500 you must submit a satisfactory project proposal of 500 words through the VLE for approval by the Programme Director by the date given on the VLE.

8.8

You must keep in regular contact with your supervisor when writing the dissertation for IMM500 and submit a draft of each chapter for feedback prior to submission of the final dissertation.

8.9

If you wish to change the topic of your dissertation for IMM500 you must apply in writing to the Programme Director giving your reasons. We will decide if you can change the topic of your dissertation.

8.10

If you are registered for the MSc or MBA in International Management, or the MSc in International Business, you may register for IMM500 any time. However, you will not be allowed to submit the project proposal until:

- you have received notification that you have satisfied the Examiners in all core modules (six for the MSc International Business, seven for the MSc International Management and nine for the MBA International Management) and
- for MSc International Management and MBA International Management you have completed Plenary 1 (Introduction) IMM300.

No student will be able to submit the dissertation until at least four months have elapsed since the project proposal was approved.

8.11

You may submit the dissertation for IMM500 at any time of year. If it is received before:

- 15 March it will be considered as part of the May examination;
- 15 September it will be considered as part of the October examination.

Progression to the MBA in International Management

8.12

To progress from the PGCert in International Management to the MBA in International Management you must satisfy the examiners in the four compulsory link modules before attempting the four electives of the MBA. If you progress in this way you will be credited with the five PGCert modules.

8.13

If you are permitted to transfer from the MSc in International Management to the MBA in International Management, the following rules apply:

- If neither IMM002 nor IMM003 has been passed then IMM006, IMM008, IMM009 and IMM011 must be taken.
- If IMM002 has been passed and IMM003 has not been passed then IMM006, IMM011 and IMM014 must be taken.
- If IMM002 has not been passed and IMM003 has been passed then IMM008, IMM009 and IMM015 must be taken.
- If both IMM002 and IMM003 have been passed then IMM014 and IMM015 must be taken.

Module outlines are given in [Appendix C](#).

8.14

You must satisfy the entrance requirements for the MBA in International Management, in addition to satisfying the rules of progression, to be allowed to progress from an Individual module, PGCert, PGDip or MSc to the MBA. In particular, you must have at least three years of post-graduation work experience undertaken prior to registration for the Individual module, PGCert, PGDip or MSc degree.

Progression and credit

8.15

If you satisfy the examiners at a lower award and we allow you to progress to a higher award you will normally be credited with the number of modules you have successfully completed.

Progression and previous assessment attempts

8.16

If you are allowed to progress from one award to another, or from an Individual module to an award, while carrying a failed attempt(s) at an assessment, the previous attempt(s) at the assessment will count towards the number of attempts permitted for the module(s) on the award to which you progress.

Progression from Individual modules

8.17

We will consider individually all applications to progress from an Individual module to a PGCert, PGDip or degree. We will decide if you can progress and what credit you may receive.

8.18

If you successfully complete an Individual module(s) and wish to register for a PGCert, PGDip or degree we will only consider granting credit if you apply within three years of completing the Individual module.

9 Schemes of award

See [Appendix D](#) for information on how to achieve a particular mark.

Mark scheme

9.1

The following mark scheme will be used:

Mark range	MBA, MSc, PGDip and PGCert
70.00% and over	Distinction
60.00% – 69.99%	Merit
50.00% – 59.99%	Pass
00.00% – 49.99%	Fail

Award requirements

MBA in International Management

9.2

To be considered for the award of the MBA in International Management a student must satisfy the Examiners in:

- nine compulsory core modules (or the modules of the Postgraduate Certificate in International Management plus the four core link modules)
- four elective modules
- the dissertation, and
- the plenary group work.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.3

To be awarded the MBA in International Management a student must achieve a mark of at least 50.00% in each of the nine compulsory core modules (except for Philosophy of Management), four elective modules, the group work and the dissertation and attend the two plenary session. If this requirement is not met, the rules of condonation may apply.

MSc in International Management

9.4

To be considered for the award of the MSc in International Management a student must satisfy the Examiners in:

- seven compulsory core modules
- four elective modules
- the dissertation, and
- the plenary group work.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.5

To be awarded the MSc in International Management a student must achieve a mark of at least 50.00% in each of the seven compulsory core modules (except for Philosophy of Management), four elective modules, the group work and the dissertation and attend the two plenary session. If this requirement is not met, the rules of condonation may apply.

PGDip in International Management

9.6

To be considered for the award of the PGDip in International Management a student must satisfy the Examiners in:

- seven compulsory core modules
- four elective modules.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.7

To be awarded the PGDip in International Management a student must achieve a mark of at least 50.00% in each of the seven compulsory core modules (except for Philosophy of Management) and the four elective modules. If this requirement is not met, the rules of condonation may apply.

PGCert in International Management

9.8

To be considered for the award of the PGCert in International Management a student must satisfy the Examiners in:

- five compulsory core modules.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.9

To be awarded the PGCert in International Management a student must achieve a mark of at least 50.00% in the five compulsory core modules. If this requirement is not met, the rules of condonation may apply.

MSc degree in International Business

9.10

To be considered for the award of the MSc in International Business a student must satisfy the Examiners in:

- six compulsory core modules
- four elective modules, and
- the dissertation.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.11

To be awarded the MSc in International Business a student must achieve a mark of at least 50.00% in the six compulsory core modules, four elective modules and the dissertation. If this requirement is not met, the rules of condonation may apply.

PGDip in International Business

9.12

To be considered for the award of the PGDip in International Business a student must satisfy the Examiners in:

- six compulsory core modules, and
- four elective modules.

A student who has reached this stage will not be permitted to make any further attempts at any failed modules.

9.13

To be awarded the PGDip in International Business a student must achieve a mark of at least 50.00% in each of the seven compulsory core modules (except for Philosophy of Management) and the four elective modules. If this requirement is not met, the rules of condonation may apply.

Weighting

9.14

The mark for each of the core and elective module, except for Philosophy of Management IMM010, is calculated by weighting the marks for the written examination and the TMA on a scale of 80:20.

MBA degree in International Management

9.15

A final weighted average mark for the MBA in International Management will be calculated from the marks achieved using the following weightings:

- Each compulsory core module (except for Philosophy of Management which carries no weighting) and each elective module will be weighted equivalent to one module.
- The two plenary sessions, taken together, will be weighted equivalent to one module.
- The dissertation will be weighted equivalent to three modules.

9.16

MSc degree, PGDip or the PGCert in International Management

A final weighted mark for the MSc degree, PGDip or the PGCert in International Management will be calculated from the relevant marks achieved using the following weighting:

- Each compulsory core module (except for Philosophy of Management which carries no weighting) and each elective module will be weighted equivalent to one module.
- The two plenary sessions, taken together, will be weighted equivalent to one module (only applies to MSc).
- The dissertation will be weighted equivalent to two-and-a-half modules (only applies to MSc).

9.17

MSc degree and PGDip in International Business

A final weighted mark for the MSc degree or PGDip in International Business will be calculated from the relevant marks achieved using the following weighting:

- Each compulsory core module (except for Philosophy of Management which carries no weighting) and each elective module will be weighted equivalent to one module.
- The dissertation will be weighted equivalent to three core/elective modules.

Treatment of marks at examination re-entry

If you are ill-prepared to achieve the mark you want at the first attempt at the examination you should consider not entering the examination hall, even if you have registered for the examination.

9.18

Unless you have reached the stage where you can be considered for the award, you must make a second attempt at a module if you have been awarded:

- a mark of 39.00% or below, or
- a mark between 40.00%-49.99% where the module cannot be condoned, or,
- for the dissertation, a mark below 45%.

9.19

If you fail and subsequently pass a module at re-entry, you will not receive a mark greater than 50.00% for that module.

9.20

If you receive two Fail marks for the same module then the higher of the two marks will be used for calculating your overall mark for the award as long as the higher mark is in the condonable range.

Condonation

9.21

Failure marks between 40.00%-49.99% may be condoned for the following number of modules provided that the overall weighted average for the award is at least 50.00%:

Award	Number of modules that may be condoned
MBA	4
MSc	3
PGDip	2
PGCert	1

9.22

A mark of Fail in the dissertation cannot be condoned.

Distinction and merit

9.23

At the discretion of the Board of examiners a mark of distinction or merit may be awarded. A mark of distinction may be awarded if you have completed the PGCert, PGDip, MSc or MBA degree and have shown exceptional merit. A mark of merit may be awarded if you who have satisfied the requirements of the award and have shown merit.

9.24

If you have made more than one attempt at the assessments for a module you will not normally be considered for the award of merit or distinction.

9.25

An award with distinction may be made if you achieve a weighted average of 70.00% or above with no mark falling below 50.00%. A distinction will not be awarded if you re-sit or re-take any element of the programme.

9.26

An award with merit may be made if you achieve a weighted average of 60.00% – 69.99% with no mark for any element below 50%.

9.27

An award without merit or distinction may be made if you achieve a weighted average of 50.00% – 59.99%.

9.28

A candidate for the award of MBA or MSc who satisfies the following criteria will automatically be raised into the next class (from pass to merit, or merit to distinction):

- the final average must fall within 2.0% of one of the classification boundaries in paragraphs 9.25, 9.26 and 9.27 above and
- the mark for *Business research methods module and dissertation (IMM500)* is above the classification boundary
- no mark for any element is below 50%
- the dissertation has not been retaken.

Exit awards

9.29

The Board of Examiners will decide if

- a student registered for the MBA may be granted an MSc, PGDip or PGCert as an exit award, or if
- a student registered for an MSc may be granted a PGDip or PGCert as an exit award, or if
- a student registered for a PGDip may be granted a PGCert as an exit award.

9.30

The Board of Examiners may decide to grant you an exit award if

- you fail to complete, or do not satisfy the examiners, in the award for which you are registered, and
- you satisfy requirements of the exit award.

9.31

The date of an exit award will correspond to the year that the requirements for the exit award were satisfied.

9.32

The Board of Examiners may make an exit award in International Business to a student registered for an award of International Management and vice versa subject to the conditions for the award being met.

9.33

Where a programme allows you to gain either an MBA, an MSc, a PGDip or a PGCert by following different proportions of a common curriculum, you will receive only the highest award for which you have qualified.

9.34

If you wish to progress from one award to another within a programme you must notify the Programme Director of your intent to do so prior to accepting an intermediate or exit award.

Appendix A – Structure of the programme

MBA in International Management

Plenary

Plenary 1 (Introduction) (IMM300)

+

Nine compulsory core modules:

International accounting and finance (IMM001)

International business economics (IMM005)

Information systems (IMM006)

International human resource management (IMM008)

Leadership and organisations (IMM009)

Philosophy of management (IMM010)

International operations management (IMM011)

International marketing (IMM012)

International strategy (IMM013)

+

Four elective modules chosen from:

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational Enterprise and the Global Economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112)

+

Business research methods module and dissertation (IMM500)

+

Plenary

Plenary 2 (Consultancy Group Work) (IMM400).

**MBA in International Management for students transferring from the
Postgraduate Certificate in International Management only**

Plenary

Plenary 1 (Introduction) (IMM300)

+

Four compulsory link modules:

International business economics (IMM005)

Advanced international human resource management and organisational behaviour (IMM014)

Advanced information systems and operations management (IMM015)

Philosophy of management (IMM010)

+

Four elective modules chosen from:

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational enterprise and the global economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112)

+

Business research methods module and dissertation (IMM500)

+

Plenary

Plenary 2 (Consultancy Group Work) (IMM400)

MSc in International Management

Plenary

Plenary 1 (IMM300)

+

Seven compulsory core modules

International accounting and finance (IMM001)

International human resource management and organisational behaviour (IMM002)

Information systems and operations management (IMM003)

International marketing (IMM012)

International strategy (IMM013)

International business economics (IMM005)

Philosophy of management (IMM010)

+

Four elective modules

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational enterprise and the global economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112)

+

Business research methods module and dissertation (IMM500)

+

Plenary

Plenary 2 (Consultancy Group Work) [IMM400]

Postgraduate Diploma in International Management

Optional plenary

Plenary 1 (IMM300)

+

Seven compulsory core modules

International accounting and finance (IMM001)

International human resource management and organisational behaviour (IMM002)

Information systems and operations management (IMM003)

International business economics (IMM005)

Philosophy of management (IMM010)

International marketing (IMM012)

International strategy (IMM013)

+

Four elective modules

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational enterprise and the global economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112).

Postgraduate Certificate in International Management

Optional plenary

Plenary 1 (IMM300)

+

Five compulsory core modules

International accounting and finance (IMM001)

International human resource management and organisational behaviour (IMM002)

Information systems and operations management (IMM003)

International marketing (IMM012)

International strategy (IMM013).

MSc in International Business

Optional Plenary

Plenary 1 (Introduction) (IMM300)

+

Six compulsory core modules

International accounting and finance (IMM001)

International human resource management and organisational behaviour (IMM002)

Information systems and operations management (IMM003)

International strategy (IMM013)

International marketing (IMM012)

International business economics (IMM005)

+

Four elective modules chosen from

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational enterprise and the global economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112)

+

Business research methods module and dissertation (IMM500).

Postgraduate Diploma in International Business

Optional Plenary

Plenary 1 (Introduction) (IMM300)

+

Six compulsory core modules

International accounting and finance (IMM001)

International human resource management and organisational behaviour (IMM002)

Information systems and operations management (IMM003)

International strategy (IMM013)

International marketing (IMM012)

International business economics (IMM005)

+

Four elective modules chosen from

International sustainability management (IMM007)

Advertising and promotional communication (IMM101)

Cooperative strategy (IMM102)

International business analysis (IMM103)

Corporate social responsibility (IMM104)

Management of Japanese multinationals (IMM105)

Multinational enterprise and the global economy (IMM106)

Investment management (IMM107)

Corporate finance (IMM108)

Knowledge management (IMM109)

International business law (IMM110)

Global financial markets (IMM111)

International entrepreneurship (IMM112)

Appendix B

Individual modules

The following modules are offered as credit-bearing, stand-alone Individual modules:

International accounting and finance [IMM001]
International business economics [IMM005]
Information systems [IMM006]
International sustainability management [IMM007]
International human resource management [IMM008]
Leadership and organisations [IMM009]
International operations management [IMM011]
International marketing [IMM012]
International strategy [IMM013]
Advertising and promotional communication [IMM101]
Cooperative strategy [IMM102]
International business analysis [IMM103]
Corporate social responsibility [IMM104]
Management of Japanese multinationals [IMM105]
Multinational enterprise and the global economy [IMM106]
Investment management [IMM107]
Corporate finance [IMM108]
Knowledge management [IMM109]
International business law [IMM110]
Global financial markets [IMM111]
International entrepreneurship [IMM112].

Appendix C – Module Outlines

Compulsory core modules

International accounting and finance [IMM001]

This module gives a fundamental understanding of accounting and finance techniques and practices. It will also provide an awareness of the impact of contexts – different countries, industries, markets, and regulatory regimes – on accounting and finance. It will enable students to focus on the analytical usefulness of accounting and finance data, but in a manner which emphasises the importance of a wider business understanding for such analysis and the limitations as well as the strengths of the data.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International human resource management and organisational behaviour [IMM002]

The subject matter of the two modules in International human resource management and Leadership and organisations are combined in order to create an integrated module. We have brought these two subjects together in order to give an account of the nature of work within the modern corporation. In these modules we have chosen what we see as the key dimensions of managing people at work, namely: selecting and recruiting staff from external and internal labour markets, rewarding and motivating them, fitting them into an organisational structure and culture, and seeing how they cope with organisational change, much of it driven by the internationalisation of business in the modern world. Overall, we have utilised what could be called a macro, sociological or organisational approach to the subject of people at work.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Note: this module is available on the MSc degrees, PGDip and PGCert only.

Information systems and operations management [IMM003]

The subject matter of the two modules in Operations management and Information systems are combined in order to create an integrated module. These modules will facilitate the study of topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The modules will also cover the topical field of information systems and will address the important organisational and managerial concerns in the development, implementation and effective management of information systems.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Note: this module is available on the MSc degrees, PGDip and PGCert only.

International business economics [IMM005]

The module will introduce students to the economics of business enterprise through a strategic framework that incorporates both traditional and modern approaches to the firm. Combining real-world examples with economic methodology, it will explore decision-making within a competitive context and demonstrate an understanding of economic analysis and reasoning relevant within a business context. Using the theory of the firm, the module will display an appreciation of the economic underpinnings of business strategy. It will also evaluate how various models of competitive analysis can be used to assess strategic behaviour. Students will learn how to formulate and respond to differing competitive scenarios at the firm level, and apply presentation and analytical skills to develop argument and evidence to support evaluation.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Information systems [IMM006]

This module examines key information systems (IS) issues faced by organisations in today's global business environment. Starting with the use of information systems for attaining competitive advantage, the module will address organisational and managerial concerns in the development, implementation and effective management of information systems. Particular emphasis will be placed on using a variety of case studies to make explicit the problems involved in the management of technological change in organisations as well as the impact of information systems on organizational culture and context. Through the module students should be able to develop a critical understanding of the strategic issues in IS and ways in which organisations might strengthen their competitive position through the use of such systems. It will also address the concept of an IS strategy, the most common approaches to IS development, implementation and evaluation, the opportunities and challenges posed by outsourcing of IS as well as the critical success factors involved in developing and implementing electronic business strategies.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Note: this module is available on the MBA only.

International human resource management [IMM008]

This module introduces students to the key concepts and policies underlying international human resource management (HRM) in organisations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalise and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The module examines knowledge work and more mobility within labour markets as firms internationalise and globalise their operations. This module will also examine the impact of labour markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalising economy. Furthermore, the module explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Note: this module is available on the MBA only.

Leadership and organisations [IMM009]

This module will enable students to develop an advanced understanding of the processes of leadership – its scope and limitations - in different social and organizational contexts. It draws on the students' own experiences as leaders and followers to enable them to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management. The module will give an understanding of the relationship between leadership, management and administration; transactional and transforming leadership, leadership and the management of culture and meaning and dysfunctional forms of leadership. It will also explore organizational politics, business ethics, morality and sustainability as well as the management of diversity and difference.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Philosophy of management [IMM010]

This module provides the student with an understanding of how the philosophy of management underlies all other MSc modules taught on the programme. The module will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business, and to be aware of the thinking of some of the key Western philosophical thinkers in recent centuries.

Assessment: This module will not be formally assessed. Students are, however, required to complete an online test in the VLE. Feedback on this test will be provided through online seminars. The feedback does not contribute to the student's final award.

International operations management [IMM011]

The module will introduce students to some of the main topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. These activities are at the core of any organisation and typically involve the management of the vast majority of its assets, employees and expenditure. The success of any organisation depends on its ability to manage its operations efficiently – to make the best use of its resources, and effectively – to satisfy its customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The consequences are felt not merely in operations but throughout the whole organisation. These decisions usually involve significant sums of money and affect the competitive position of the organisation for many years. This module will consider the strategic impact of these issues as the organizations engaged in international operations.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Note: this module is available on the MBA only.

International marketing [IMM012]

This module aims to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context drawing on issues in differing domains of practice including the public sector. The baseline for the module is the influential US normative tradition of applied marketing principles. Alongside this, the module encourages a critical engagement from students supported by reference to traditions of marketing scholarship which seek not to advance organisational effectiveness but to study the evolution, production and communication of marketing thought itself. Students successfully completing this module will understand the historical development of marketing from its roots in classical economics in the USA, to the normative tradition promoted by academic consultants such as Drucker, Levitt and Kotler. Students would furthermore demonstrate an understanding of popular normative marketing concepts such as the Mix and STP through application in practical case scenarios, learn to appreciate the scope of marketing activity in diverse sectors including non-profit and develop an awareness of some of the work that critiques the practical and theoretical assumptions of the managerial marketing tradition and which explores the idea of marketing as an intellectual domain.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International strategy [IMM013]

This module provides the student with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation. It will introduce students to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally. It will enable students to evaluate the factors that need to be considered in analysing a firm's external environment as well as the internal core competences of a firm. Students will learn how to formulate strategy for a firm and will understand the nature of corporate and international strategy.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Elective modules

International sustainability management [IMM007]

This module provides the student with an understanding of how Corporate Social Responsibility (CSR) fits into a programme of Sustainable Development for an organisation. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. The students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. The students will also learn to understand the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value. It will enable students to evaluate the factors that need to be considered by politicians in encouraging the adoption of CSR, the factors that need to be considered by corporate strategists in developing a business and corporate strategy including CSR and to evaluate the economic and cultural factors involved in the adoption of CSR by firms. It identifies the implications for a firm in terms of risk and competitiveness of the adoption of a CSR agenda when other firms in its markets may not have done so and enables students to understand the implications of CSR for capital markets as well as the implications of implementing and embedding CSR in a corporation.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Advertising and promotional communication [IMM101]

This module will provide students with an advanced strategic perspective on contemporary marketing communication management within an international context. It will develop an integrated approach within a strategic and international marketing communication perspective, and offer a theoretically and practically robust basis for further postgraduate study/research and/or careers in marketing and advertising. The module will draw on the research-based expertise in the marketing group in advertising and promotional communication within the School of Management.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Cooperative strategy [IMM102]

Many companies today engage in co-operative strategies. A cooperative strategy is an attempt by a firm to realize its objectives through cooperation with other firms, in alliances, rather than competition with them. This module focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them. It will examine how a cooperative strategy can offer significant advantages for companies that are lacking particular competencies or resources to secure these through links to others possessing complementary skills or assets; this module will also examine how cooperative strategy may also offer easier access to new markets, and opportunities for mutual synergy and learning.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business analysis [IMM103]

This module analyses corporate management by examining two interconnected themes: (a) literature and debates, and (b) the macro and meso background. The first theme presents a form of business analysis that draws on three sources. First, it outlines relevant management/strategy literatures. Second, it introduces political economy debates, which help us to understand the changing structural context around firms and industry. Third, it demonstrates how market, financial and productive analysis can be used to develop empirically based stories about strategies and their

outcomes. The second theme contains two features: first, economic/product market context; second, use of business analysis methods to allow case study work.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Corporate social responsibility [IMM104]

This module will provide students with more in-depth knowledge of CSR issues in the business world. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. Students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. It will provide students with an understanding of the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Management of Japanese multinationals [IMM105]

This module analyses the business strategies, organisation and operations of leading Japanese multinational companies, by reviewing and comparing case-studies. The module will develop insight into the approaches and methods of leading Japanese executives, and the practical realities of multinational management. It will consider the influence of national and organisational cultures on the operations of multinationals, and analyse the organisational capabilities of Japanese multinationals in relation to their competitors. Student will be able to evaluate relevant literature and theory on the multinational enterprise and Japanese business with contemporary practice, and to utilize research skills in the investigation of individual Japanese multinationals. A key feature of this module is the opportunity to confer with leading business executives and officials, and extend the personal skills and experiences of students.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Multinational enterprise and the global economy [IMM106]

This module will provide an overview of the development and current position and role of Multinational Enterprises (MNEs) as key agents on the international economic stage. Attention is placed on the growth and development of MNEs, the emergence of a 'global' economy, trends in Foreign Direct Investment (FDI) and more strategic issues such as the foreign market entry decision, co-operative structures and strategies and ethical concerns. Therefore, the module attempts to interrogate the importance of MNEs as key agents of integration across the international economy. The module also addresses the implications of 'globalisation' for the organisation and operation of multinational firms.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Investment management [IMM107]

The module will provide students with a comprehensive overview of portfolio management in theory and practice. It will develop an understanding of the pricing of bonds, equities and derivatives and their risk/return characteristics and evaluate the relative merits of active and passive management from both a domestic and international perspective. Recent changes in international fund management and their implications will also be examined. The main valuation models for bonds and equities will be critically analysed, and the problems of international investment strategy and the relative merits of different approaches will be examined in detail. The current state of financial markets will be analysed with a view to devising a relevant portfolio strategy.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Corporate finance [IMM108]

This module will provide an overview of corporate finance in both a domestic and an international setting. It will explain the valuation of real investments and their financing as well as the dividend decision. By developing an understanding of international capital markets, the module will identify the main trends in mergers and acquisition activity. Students will be able to apply the main principles of financial theory to contemporary commercial problems and understand the problems of investment appraisal and the relative merits of different approaches. This will enable them also to evaluate the consequences of a proposed takeover or merger, and to analyse the current state of financial markets.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Knowledge management [IMM109]

This module will develop students' knowledge and understanding of contemporary theories and practices of knowledge management (KM) by examining the theoretical understanding of knowledge management to real life situations and by integrating different dimensions of knowledge management arising from human resource management, information systems and strategic management. The module will explain the concept of 'intellectual capital' and how it is managed and exploited in organisations. The module will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness. Students will be able to apply a range of transferable skills including literature search, analytical skills, application of theory to real life situations, teamwork, motivation and interpersonal skills.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business law [IMM110]

This module provides an understanding of the essential elements of international business law. It will focus on the main issues relating to Contract Law, Commercial Law, Business Regulation, Employment Law, Company Law, Commercial Arbitration Law (theory and practice) and Business Ethics (theory and practice). It is intended to give students a comprehensive and coherent appreciation of the main legal aspects of the subject as well as exploring ethical issues within the international business context. The module will give a grounding in the legal issues of international business, and provide an understanding of the national and international legal practice relating to international business law.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Global financial markets [IMM111]

Global financial markets is concerned with the nature of the capital securities which are traded on the international money and capital markets and with the operation of those markets themselves. Over the last 20 years, there has been an explosion in the variety of securities and tradable assets, fuelled by deregulation and paralleled by an equally explosive growth in the technical and academic development of the discipline of finance. This development came about because of a number of important theoretical advances: the development of the theory of risk, the formal development of the concept of arbitrage and, of equal importance, the development of sophisticated information processing systems.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International entrepreneurship [IMM112]

This module will provide students with the intellectual and practical background to equip would-be entrepreneurs with the skills and knowledge to set up their own international companies successfully. Students will gain an understanding of the key differences between large companies

and SMEs and learn to appreciate the role of start-up and entrepreneurial activity in the hi-tech and Bio-pharma sectors. It will also provide students with an understanding of the financing options available to start-up and developing companies.

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Plenary 1 (Introduction) [IMM300]

Plenary 1 (Introduction) comprises an intensive week long programme of formal lecture and workshop-style sessions, informal networking and guest speaker presentations. The master class introductory sessions which are led by Royal Holloway, University of London School of Management staff are designed to give new students an introduction to the compulsory modules.

Assessment: there is no assessment for this module.

Plenary 2 (Consultancy Group Work) [IMM400]

The group work forms an important part of the MSc schedule and experience. It comprises two group presentations and one written group report. The presentations and report focus on relevant management issues, functions, and organisational outcomes. The group work draws on practical application of theory gained from the study of the core subjects on the MSc. The module aims:

1. To assist students in understanding the linkages between the various core management functions – Accounting and finance, Human resources management, Organisational behaviour, Strategy, Operations management, Information Systems, and Marketing.
2. To provide a forum in which to discuss the practical elements of leadership and group working.
3. To provide an environment in which distance learning students can experience the networking aspects so important in an MSc programme.

The project material is case study based, with each group being given a case study on which to base their presentations and report. The first part of the project focuses on literature review and problem identification, and the second part focuses on case study analysis and interpretation. In both portions of the project students are expected to gather further information from library and web sources, evaluate this information and use it to inform their approach to the case study assigned. There is also a strong emphasis on group dynamics.

Assessment: one group presentation and one written group report.

Business research methods module and dissertation [IMM500]

This is an innovative module designed as a step-by-step guide on how to write your dissertation. It is based on many years of experience of helping students to successfully complete a research project. Unlike all other modules, there is no examination, but the module is assessed through the submission of a 12,000 word dissertation.

Module outline:

Starting your dissertation: developing and choosing a research topic; routes to pursue a research issue; how soon should I write?; designing your research project – research purpose, research strategy; unit of analysis; time dimension; study setting. Progress of your report: typical route; road blocks to making progress on your project; when to stop writing; the 65 per cent rule; limits and objectives of the literature review; structuring your literature review; falsification theory and the structure of a literature review.

Theory building: how do we think?; scientific understanding and method; deduction and induction; lateral thinking; fuzzy thinking; theory building; variables; hypotheses; what are theories for?; do theories have to make sense?; simplification; structure of a theory chapter.

Methodology: components and structure of a methodology chapter; methodology diary; common methodological problems; qualitative versus quantitative research; qualitative data collection; six characteristics of qualitative data collection; methods for collecting qualitative data; methods for collecting quantitative data; complementarity of qualitative and quantitative research; sampling and survey design; advantages of sampling; representativeness and randomness; reliability and validity; populations and sampling frames; sampling designs.

Coping with data: statistics are beautiful; the power of statistics; six common statistical fallacies; when is data information?; introduction to statistical techniques; data analysis; decision framework for data analysis; statistical tools for data analysis; use of SPSS.

Concluding chapters: bringing data back to theory; how not to write a conclusion; common problems of style; basic rules of writing; the expectations of examiners

Dissertation outline:

The dissertation is an excellent opportunity to analyse a business or management issue in depth as an independent research project. The dissertation could be carried out in conjunction with a 'blue chip' business or you could use your experience and knowledge to study a topic of relevance to your own professional or national background. You will be assigned a supervisor who will be able to offer advice and suggestions about your chosen field of inquiry, your methods and analysis. The supervisor will also provide support and encouragement to assist you in completing this challenging and final component of the module.

Assessment: by submission of a dissertation of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary).

Appendix D – Assessment criteria

Marking criteria

Assessment will be by two internal markers, moderated by the External Examiner. Assessed elements will be marked according to the Royal Holloway's generic Postgraduate marking criteria:

85.00-100.00%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Publishable quality
- Outstanding research potential
- Ability to plan, organise and execute independently a research project to the highest professional standards
- Exceptional degree of creativity, originality and independence of thought
- Ability to make informed judgements, develop original insights, and construct productive hypotheses in the absence of complete data
- Highest professional standards of competence, expression and presentation (written, oral, visual)
- Ability to assemble information from different sources to produce exceptionally well-organised and original answers
- Ability to analyse data critically and formulate questions which lead to original lines of enquiry
- Ability to evaluate critically existing methodologies and suggest new approaches to current research or professional practice
- Flexibility of thought, and the ability to employ different approaches to the solution of highly complex and novel problems
- Ability to evaluate published or publicly-presented work critically and to the highest professional standards
- Penetrating analysis of primary sources of literature and information
- An exceptionally high level of understanding of current research techniques and how they can be applied most effectively to investigate challenging new problems
- Outstanding levels of accuracy and technical competence

70.00-84.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Excellent research potential
- Ability to plan, organise and execute independently a research project to a very high professional standard

- Very high professional standards of competence, expression and presentation (written, oral, visual)
- High degree of creativity, originality and independence of thought
- Ability to assemble information from different sources to produce very well organised and original answers
- Ability to analyse data critically and formulate questions which may lead to productive lines of enquiry
- Flexibility of thought, and the ability to employ different approaches to the solution of complex and novel problems
- Ability to evaluate published or publicly-presented work critically and to a high professional standard
- Ability to analyse primary sources of literature and information critically
- Very high levels of accuracy and technical competence

65.00-69.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Very good professional standard of competence, expression and presentation (written, oral, visual)
- Clear evidence of the potential to undertake original research given appropriate guidance and support
- Evidence of some creativity, originality and independence of thought
- Ability to assemble information from different sources to produce well-organised and insightful answers
- Ability to analyse data critically
- Flexibility of thought, and the ability to solve complex, though not entirely original problems
- Some ability to evaluate published or publicly-presented work
- Some ability critically to analyse primary sources of literature and information
- Good degree of accuracy and technical competence

50.00-64.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Sound knowledge and understanding of the relevant literature and other key sources of information
- Ability to produce satisfactory answers to problems and questions
- Ability to construct coherent and relevant answer to questions, though with few signs of originality
- A competent professional standard of organisation and expression

- Ability to engage in research involving a moderate degree of originality, when provided with close supervision and support
- Satisfactory degree of competence and technical accuracy

40.00-49.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Basic knowledge and understanding of some of the essential literature and other key sources of information, but answers are either incomplete or not entirely coherent
- Shows some grasp of the problem or topic but lacks clarity in written or oral presentation
- Little evidence of independent thought
- Little or no evidence of originality in answers
- Work which is just below an acceptable basic professional standard

20.00-39.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Fragmentary knowledge and understanding of the essential literature and other key sources of information, yielding answers which show only a limited degree of understanding
- Shows little grasp of the problem or topic, and lacks clarity in written or oral presentation
- Almost no evidence of independent or original thought
- Work that is clearly below an acceptable basic professional standard

00.00-19.99%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Almost entirely lacking in evidence of knowledge and understanding of the essential literature and other key sources of information, yielding answers which, at best, show only the most rudimentary understanding of the question
- Shows almost no insight into the problem or topic
- Confused and incoherent written or oral presentation
- Totally devoid of independent or original thought
- Work that is far below an acceptable basic profession